

**California Child and Family Services Review
(C-CFSR)**

System Improvement Plan

**San Luis Obispo County
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Leland W. Collins, Director
Debby Jeter, Deputy Director
Department of Social Services

Kim Barrett, Chief Probation Officer
Probation Department

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Table of Contents

I. Executive Summary.....	Page 4
II. Elements of the County System Improvement Plan (SIP).....	Page 6
III. Data Collection Techniques.....	Page 6
IV. Summary Assessment from the County Self Assessment Plan (SAP).....	Page 7
V. Summary Assessment from the County Self Improvement Plan (SIP).....	Page 9
VI. System Improvement Plan (SIP).....	Page 14
VII. Appendix	Page 35
VIII. Glossary.....	Page 42

I. Executive Summary

In 1997, the Adoptions & Safe Families Act (ASFA) set a new tone for Federal Child Welfare policies. ASFA spurred the movement to use child outcomes to drive child welfare reform. In 2002, The Federal Child and Family Services Review (CFSR) was conducted in California. California, as with every other state, did not meet the federal standards required by the review. As a result, California enacted legislation entitled “The Child Welfare System Improvement and Accountability Act (AB636)”. AB636 requires State and County leadership to identify and replicate best practices to assure that the unique needs of children and families are met in a timely and effective manner. This is California’s way of ensuring that counties are doing their part to contribute to the California Family and Children Services Review (C-CFSR), the State’s response to the Federal Government’s requirement for a Performance Improvement Plan (PIP) in the area of child welfare. If California does not meet the requirements of the Performance Improvement Plan, severe fiscal penalties could be imposed and result in loss of needed CWS dollars.

The Department of Social Services and the County Probation Department sponsored the 2004 Self Assessment Plan (SAP), a countywide assessment of strengths and needs. An independent community representative with extensive knowledge of all facets of the child welfare system was utilized to facilitate meetings, focus groups, and writing of the SAP report. This approach ensured that individuals and representatives of community agencies were presented with a fair and equitable opportunity to participate in the SAP process. Approximately 90 individuals and representatives from more than 40 departments and agencies participated in the county self-assessment process; attending focus groups, providing individual input, and conducting document reviews. (See Appendix for a complete list of participants)

The County Self-Improvement Plan (SIP) was developed out of information gathered from the Self-Assessment Plan document, data provided by State and Federal Governmental resources, input from community partners, Department of Social Services, Probation staff, and recommendations from the 2004 County Grand Jury Report. Recognizing that a variety of perspectives is required if real change is to occur in the community’s response to vulnerable children and families, extensive input has been gathered from public and private parties.

The State requires that all Safety Outcomes for which the County did not meet state standards be included in the SIP. San Luis Obispo has also targeted one Permanency Outcome and one Well-Being Outcome for inclusion in the SIP. A number of systemic factors are addressed.

The targeted Outcomes include:

- Recurrence of maltreatment
- Rates of abuse/neglect in foster care
- Recurrence of abuse/neglect in homes where children were not removed
- Timeliness of 10-day responses
- Percent of children re-entering care following reunification
- Numbers of youth in the independent living program transitioning to self-sufficient adulthood without a high school diploma or GED

The System Improvement Plan is a three-year plan with annual updates. The Department of Social Services and County Probation Department will reconvene as SIP Team Partners to annually review progress and make any changes needed to insure successful implementation of the plan. Updates will be provided to the County Board of Supervisors, community partners, and the general community.

II. Elements of the County System Improvement Plan (SIP):

Local planning bodies participating in development of the San Luis Obispo County SIP included Department of Social Services and County Probation staff, representatives of local agencies and organizations, and individual community members representing both themselves and other interested parties from the community. Community partners attended numerous assessments and planning meetings, gave verbal and written input, and reviewed SIP drafts. (See Appendix for a complete list of participants).

The County utilized the California Academy and numerous independent expert trainers to support efforts by the Department of Social Services Staff Development Team to provide a broad array of training opportunities for staff, providers of service, and community partners. In an effort to increase community support for children and families, education efforts are also directed at various segments of the community, including school personnel and mandated reporters and law enforcement. Efforts to provide safety, permanence and wellbeing for San Luis Obispo County children are based on the belief children can only remain safe in a community that is knowledgeable and takes responsibility for the needs of vulnerable families and children.

The SIP itself consists of a summary of the County's Self Assessment Plan, a description of prevention activities in the County, a listing of targeted outcomes and improvement goals and strategies for each outcome. It includes suggestions for systemic changes, educational needs and technical assistance needs. The SIP also identifies the roles of other partners as well as any regulatory or legislative changes needed to achieve the improvement goals. Finally there is a listing of systemic factors and strategies related to those factors.

III. Data Collection Techniques:

The Social Services and Probation Departments facilitated a series of community meetings, during which input was developed and collected for use in the County Self-Assessment and the County Self-Improvement Plan. Focus group meetings included educational components regarding the AB636 process and outcome data, brainstorming sessions in which the participants provided input, identified priorities, and reviewed drafts. Additionally, the County is a participant in the Family-to-Family initiative, with The Annie E. Casey and Stuart Foundation, and receives outcome data from UC Berkeley regarding performance outcomes. We receive quarterly reports from the State CDSS regarding the Federal outcomes and the California State Enriched Outcomes. The SIP team also utilized a recently released Grand Jury report to help identify community concerns regarding targets for improvement and identification of strategies and action items.

IV. Summary Assessment from the County Self Assessment Plan (SAP)

Discussion of System Strength and Areas Needing Improvement

San Luis Obispo County is performing well on the C-CFSR outcomes but continues to strive for improvement. San Luis Obispo County's rate of referrals is double the average (97.7% per 1000 children) of other areas in the state (57.4% per 1000 children); resulting in many more children being referred to Child Welfare Services by the San Luis Obispo community than in other communities throughout California. Yet, fewer of the county's children enter foster care than in other areas of the state. Siblings being placed together are well over the state average and this is an increasing trend. The County has a higher than average rate of initial placements in relative homes and a low rate of placement in group care settings. The County's rate of reunification within 12 months has slightly decreased according to federal rates, but has increased over 2% when measured against the state entry cohort. Adoption rates are well over the federal standard. Department of Social Services maintains an above average rate of timely social worker visits with children and families.

The County meets the .57% federal standard for the rate of child abuse or neglect in foster care. Increased emphasis on PRIDE training for resource families, Family-to-Family, and greater social worker engagement with families are some of the efforts being directed toward reducing rates of maltreatment in foster care.

Recurrence of maltreatment rates overall are decreasing, although the rate of recurrence was slightly increased, along with the state's rate, when measured within the first 12 months after the first substantiation. Recurrence rates are also expected to decrease now that the Department has instituted a new intake procedure. Previously, the Department considered each **report** received as a new referral. The new procedure counts each **allegation**. Duplicate or multiple reports regarding the same allegation are directed to the social worker currently carrying the case. Rates of maltreatment will also decrease as a result of implementing Differential Response, working closely with CalWORKs and other community partners to ensure family wellbeing prior to closing a case and providing after-care when a CWS case is closed.

The County is challenged to meet its goals despite limited resources in many areas, including mental health, drug and alcohol services, medical care, childcare, and educational support. A county hiring freeze means fifteen (15) full-time and five (5) half time Department of Social Services vacancies will go unfilled. An increased focus on community partner communication, multidisciplinary practice, co-location and improved collaboration with community partners is one way the Agency intends to overcome the problem of limited resources.

Community group participation in the SAP was helpful in illustrating areas of interest and concern for community partners. Significant issues for community partners included limitations on in-home counseling and parenting education resources, concern about lack of social worker cultural sensitivity. Issues also included a desire for increased response to concerns of the educational system and more feedback on Suspected Child Abuse Reports (SCARs) and follow-through for reporting parties.

Recurrent positive themes in the community group focus groups included support for continuing and expanding Systems Affirming Family Empowerment (SAFE) and other school based programs, birth parent support programs, Linkages, and Foster Parent Training and Support.

The County is an early implementer of the California Redesign Initiative. A number of best practice programs are already in place or in development including Differential Response, Concurrent Planning, Team Decision Making, Family Group Decision Making, Linkages, School Based Social Work, SAFE, Permanency Planning, WRAP and the Independent Living Program. The County has confidence that these programs will further improve the County's performance on C-CSFR outcomes.

San Luis Obispo County is fully committed to achieving the Redesign and AB636 outcomes of Safety, Permanence and Well-being for all children in the county. The restructuring of the Intake and Adoption Units will ensure timeliness and efficacy of response as well as permanency and stability for San Luis Obispo County children.

V. Summary Assessment from the County Self Improvement Plan (SIP)

Key Strategies in Child Welfare: Prevention Strategies

The San Luis Obispo County SIP is a reflection of the San Luis Obispo community's investment in promoting prevention and early intervention as the primary response to the problem of child abuse and neglect in our county.

San Luis Obispo County has a strong community collaboration of approximately 30 agency and community groups. The Children's Services Network (CSN) has been in existence for 20 years and coordinates most of the activities relating to prevention and strategic planning for youth in the County. The CSN establishes priorities for children's services for agencies serving children in the County and develops a 5-year strategic plan. The focus for the last 15 years has been on prevention and early intervention activities. The development of the SAFE community based multi-disciplinary model of co-located agencies providing services to families has been coordinated from a committee established by the CSN. The CSN is the oversight group for the SIP and will receive quarterly reports from the SIP team. Many members of the CSN participated in both the SAP and the SIP process.

Some of the strongest and most effective prevention comes from and through the local youth task forces working with school districts, the Prevention Alliance and the Asset Development Network. The Prevention Alliance is focused primarily on substance abuse prevention and provides seed money for the task forces. Asset development is used throughout the school system, SAFE, recreation and childcare, EOC and County programs and is becoming popular with kids themselves. Other prevention is done through the Probation Department's and local law enforcement's community diversion programs for first time offenders, Friday Night Live, EOC programs and the SAFE Community Based Teams in North County and South County. Domestic Violence programs in the County also sponsor and facilitate domestic violence prevention programs. Linkages is the Department of Social Services' primary prevention program, providing early services to families and coordinating CalWORKs, Medi-Cal and Food Stamp resources to help relieve stressors that can lead parents to commit child abuse.

Prevention Partnership

The San Luis Obispo County Child Abuse Council (SLO-CAP) provides a variety of support programs and training for local professionals directed at reducing the incidence of child abuse and family violence in the community. SLO-CAP makes a concerted effort to draw in interested parties to their programs and activities, as well as to their governing board. SLO-CAP is also responsible for the disbursement of small amounts of grant dollars to several non-profits throughout the County. In partnership with the Department of Social Services, SLO-CAP also provides training to those who are mandated to report child abuse numerous times throughout the year. SLO-CAP provides a variety of support programs and training for local professionals directed at reducing the incidence of child abuse and family violence in the community. CSN is the governing body for SLO-CAP.

The Father Involvement Study (FIS) is a strong partnership for prevention at the Bridge Street SAFE site. This Office of Child Abuse Prevention (OCAP) study will test what strategies are effective in encouraging the fathers of young children to be more engaged and involved with their children and families. This is primary prevention and has a case management component to assist families with their challenges. It brings \$1.2 million into the county over three years. FIS is co-located at SAFE, along with Lucia Mar's Adult Education and Early Start programs and Department of Social Services CalWORKs programs.

The County has many local grassroots efforts for children and youth with an increasing number of youth who do prevention with peers and younger children. It is appropriate for prevention to be a more spontaneous, community-driven effort and the CSN makes every effort to connect with those groups who are interested in children's well being to draw them into CSN committees such as Integrated Services, Community Partnerships and Economic Self-Sufficiency.

Strategies for the Future

There is consensus among CWS stakeholders that prevention of child abuse and support of families is not only good practice, but is also cost-effective. The Department of Social Services and the community partners are dedicated to keeping up with the research and best practices, drawing in more influential partners (e.g., Cal Poly and Cuesta College, especially to work on the underage drinking problem in San Luis Obispo), conducting collaborative strategic planning among large groups such as CSN, First Five Commission, United Way, etc. to define common goals, getting more creative, getting more funding and keeping San Luis Obispo County children safe, healthy, at home, in school and out of trouble. The work with Prenatal Substance Abuse Prevention using Dr. Chasnoff's very successful model is being spearheaded by our Health Agency and has strong backing from the First Five Commission and several agencies in the County. The First Five Commission and the County Board of Supervisors are at the end of the development of contracts with an insurance company that will provide medical, dental and vision coverage for all children in San Luis Obispo County. This program will be for those families that do not meet the criteria for Healthy Families or Medi-Cal. First Five Commission is also working with two elementary schools in an intensive "School Readiness" Initiative in partnership with many agencies in the County.

Resources devoted to accomplishing prevention goals:

The County has a variety of resources committed to accomplishing prevention goals. Systems Affirming Family Empowerment (SAFE) began as a pilot project in the North region in October 1998. There are now six SAFE projects operating in various regions in the county. SAFE provides a multi-disciplinary professional staff to team with families in need of multiple support services.

There are a number of grants supporting SAFE, including:

- 1) Child Abuse Prevention, Intervention and Treatment (CAPIT)

- 2) Family Preservation and Support Programs (FPSP) (known as PSSF in California – Promoting Safe and Stable Families)
- 3) Community-Based Family Resource Services (CBFRS)
- 4) Preventive Health – competitive through the county for tobacco settlement funds

Other funding includes school district use of Local Education Area and Medical funding, and Mental Health can match for Medi-Cal funding Early and Periodic Screening, Diagnosis and Treatment. (EPSDT).

The CalWORKs/CWS partnership “Linkages” began planning in January 2003, (implementation was May 2004), and continues to be a major focus for the Department of Social Services. CalWORKs/CWS staff are now co-located in regional offices throughout the County.

Differential Response training began in 2003, allowing the Department to utilize its intake/hotline service calls as an early warning system for families needing services. The Department has restructured its intake process to enable greater social worker engagement and to redirect the Department’s contact with referred families from an investigative to an assessment for needs and services process.

Child Welfare Improvement Process (Redesign) Initiative

Cohort 1 Early Implementation County

San Luis Obispo County has been engaged in implementing the California Redesign since 2001. As of 2003, San Luis Obispo County is one of eleven counties chosen to be an early implementer of the Child Welfare Improvement strategies and as a result will receive additional funds from the state over the next three years. The Redesign philosophy is to respond to a family’s actual needs and unique circumstances reaching into the community to connect families with organizations and individuals that can offer assistance outside the traditional Child Welfare system. The Redesign promotes a vigorous methodology for evaluating and implementing the three-response path Differential Response process. The Redesign represents a shift in thinking that is communicated through a well-developed plan that educates the public and assists community partners in sharing responsibility for the safety and well being of children. This SIP utilizes the foundation San Luis Obispo County has already developed through the Redesign process, in improving Child Welfare system outcomes for children and families in our community.

The SIP and Identified Outcomes:

Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect

	<u>SLO</u>	<u>State</u>	<u>Federal</u>
1A. Recurrence of maltreatment within six months	18.2%	11.1%	6.1%
1B. Part 1) Recurrence of maltreatment within 12 months after the first substantiated allegation	23.6%	13.1%	
1B. Part 2) Recurrence of maltreatment within 12 months after any substantiated allegation	28. %	14.9%	
1C. Rate of child abuse in foster care	1.1%	0.9%	.57%

Statistics in the latest reporting period, 1/1/03 to 12/31/03, reflect a data entry problem in CWS/CMS. Improvements in accuracy in the intake and referral process have recently been implemented. Duplicate reports regarding the same incident are now counted as one incident, thereby providing an accurate account of the actual rates of foster care and of recurrence of maltreatment.

As the numbers of children included in CWS participation for San Luis Obispo County are very small, statistical findings can be easily affected by a very limited number of events. Overall, the rate of abuse and neglect in foster care is very low. This is the only quarter since reports have been kept that San Luis Obispo has been above the Federal Standard.

Safety Outcome 2: Children in San Luis Obispo are safely maintained in their home whenever possible and appropriate.

2A. Rate of recurrence of abuse/neglect within 12 months in homes where children were not removed.		
Reporting period 1/1/03 – 12/31/03:	<u>SLO</u>	<u>State</u>
	20.3%	9.5%
2B. Percentage of child abuse/neglect with a timely 10-day response.		
Reporting period 1/1/03 – 12/31/03:	75.1%	88.0%

The rate of abuse and neglect within 12 months where children were not removed is identified as a focus for the SIP. This statistic reflects a data entry problem that has been addressed. Our internal data, using more recent internal data, shows our

rate of recurrence at much lower rates as a result of correcting the data entry problems. However, until we get the actual data report from the State we cannot be sure what the rate will be. This was also an important outcome for our community group and was chosen as one of the indicators that had the highest level of priority for concentrated attention and development of strategies.

The rate of timely 10-day responses has already improved as a result of a variety of steps put into place to address this issue. During the latest reporting period, which is not reflected in the State's statistics, the rate of the county's timely 10-day responses has risen to 89.2%. The Department's development of the Differential Response model of Emergency Response is focusing on moving the 10-day response to a 5-day response. This will increase our ability to respond more quickly to referrals and to spend more time with families connecting them to community resources within the first 30 days after a referral is made.

Well-Being Outcome 8A-1, Number of children transitioning to self-sufficiency with high school diploma or GED.

The data from CDSS quarterly reports showed that the rate of Independent Living Program (ILP) youth in San Luis Obispo obtaining high school diplomas or GEDs was only 12% and the average State rate is 25%.

VI. System Improvement Plan (SIP)

Outcome: Safety Outcome 1.A and 1B parts 1 and 2: Recurrence of Maltreatment Rates.					
County's Current Performance: <ul style="list-style-type: none">Recurrence of maltreatment within six months was at 18.2% as compared with the state average of 11.1% during the measured time from 1/1/03 to 12/31/03. The federal standard is 6.1%. We will decrease this by 8%.Recurrence of maltreatment within 12 months after first substantiated allegation was 23.6% compared to the state average of 13.1% during the reporting period. We will decrease this by 8%.The recurrence rate within 12 months after any substantiated allegation was 28.0% compared with state average of 14.9% during the specified period. We will decrease this by 8%.					
The recurrence of maltreatment rate in San Luis Obispo County appears high but the policy of entering numerous reporting party referrals individually must be considered in evaluating past statistics. This issue is expected to be resolved through restructuring of the intake and referral process.					
Improvement Goal 1.0 Department of Social Services to intervene as early as possible and to work longer with families to prevent recurrence of maltreatment.					
Strategy 1. 1 Develop and improve the relationship between CalWORKs and CWS staff using the Linkages initiative.			Strategy Rationale: Staff has traditionally worked independently of each other even in cases where both CalWORKs and CWS were involved.		
Milestone	1.1.1 Complete co-location of ERS and CWS staff	Timeframe	June 2006	Assigned to	North, Central, and South County Regional Managers
	1.1.2 Institute case coordination protocol and procedures on cases receiving services from both CalWORKs and CWS staff		January 2006		North, Central, and South County Regional Managers
Strategy 1. 2 Develop joint/cross training on areas important to the work of both units. CalWORKs to learn to monitor child safety and CWS to follow up on self-sufficiency.			Strategy Rationale: Successful teamwork is dependent upon participants understanding each other's language, processes, goals and concerns.		

Milestone	1.2.1. CWS and CalWORKs staff to receive joint training in the relationship between self-sufficiency and child safety.	Timeframe	January 2006	Assigned to	Staff Development Department Programs Staff
	1.2.2 Develop plan for evaluating ability to work as a team.		January 2005		Regional Managers
Strategy 1. 3. CalWORKs to provide “aftercare” services for low-risk families no longer involved with CWS.			Strategy Rationale: CalWORKs staff is often involved with families long after crises regarding abuse and neglect have been resolved and are competent to attend to risk issues, given appropriate training, to relieve CWS of the need for long term involvement with these families.		
Milestone	1.3.1 Receive appropriate training for working with families.	Timeframe	June 2006	Assigned to	Academy Staff to develop rationale.
	1.3.2 Develop protocol for safety plans and transferring cases.		September 2006		Staff Development
Strategy 1.4. CalWORKs staff to be trained on screening with Structured Decision Making for assessment for child abuse. CWS to be trained on screening for self-sufficiency.			Strategy Rationale: To identify families at risk to provide proper services.		
Milestone	1.4.1 Work with Children's Resource Center on SDM instrument	Timeframe	January 2005	Assigned to	North Regional Manager
	1.4.2 Train CWS Staff on self sufficiency		June 2005		Regional Managers
Improvement Goal 2.0 Remove barriers to ensure children and families receive appropriate priority for services across county systems.					

Strategy 2.1 Complete development of three-level differential response (DR) system, focusing on screening in vulnerable families rather than screening out referrals.			Strategy Rationale: The differential response process makes the most of the community and county’s resources, allowing CWS workers to more promptly attend to families with the most critical needs.		
Milestone	2.1.1 Develop DR protocol and Desk Guide.	Timeframe	January 2005	Assigned to	DR Workgroup Staff Development
	2.1.2 Train staff in DR.		December 2005		Academy UC Davis
	2.1.3 Train community, mandated reporters, and community partners in DR system.		December 2005		Academy UC Davis
Strategy 2.2 Establish Review, Evaluate, Determine (RED) Team Review Process that will be used to determine which level response is appropriate for a particular referral. Community partners and mandated reporters are included in the team process.			Strategy Rationale: Increase community involvement in the intake and referral process.		
Milestone	2.2.1 Develop protocol for working more closely with mandated reporters.	Timeframe	January 2005	Assigned to	Intake Supervisor & Staff
	2.2.2 Begin Red Team Meetings.		Done		Intake Supervisor & staff
	2.2.3 Monitor outcome of RED Team meetings to ensure value of process.		January 2005		Automation Intake Supervisory Staff
Strategy 2.3 Encourage and support increased family engagement in case planning; use of family and team decision-making processes, SAFE, and community collaboration.			Strategy Rationale: In accordance with best practice, the department recognizes that family focused planning improves outcomes for children and families.		

Milestone	2.3.1 Send out survey to every family at time of referral and case closing.	Timeframe	Done	Assigned to	Social Worker Supervisors Automation
	2.3.2 Service Satisfaction Form distributed by social worker to families at every contact. Family access to independent Standing Review Committee for complaints.		Done		Fiscal Division
	2.3.3 Tracking of Team Decision Making meetings, Family Group Conferences		January 2005		Automation

Describe systemic changes needed to further support the improvement goal.

- Establishment of priorities by Children's Services Network, which include: Safe, healthy, at home, in school, out of trouble coincides with the improvement goals of the SIP.
- Reaffirmed commitment with partners including Drug and Alcohol to serve the whole family in the community where they child lives.
- Continued work with these collaboratives is needed to assure achievement of these improvement goals.
- The values clarification survey of the Vulnerable Families Committee (VFC) helps us have a good beginning to start this process.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

- Academy training and UC Davis, family engagement for CWS, CalWORKs and community partners.
- CalWORKs needs ongoing training from Children's Research Center (CRC) on SDM assessment.

Identify roles of the other partners in achieving the improvement goals.

- Community partners with a contract from Department of Social Services respond to families within the differential response system and participate in numerous workgroups for the development of new strategies.
- Community partners provide services that connect families to their community that is the primary factor in preventing maltreatment.

Outcome: Safety Outcome 1, 1.C Rate of Abuse/Neglect in Foster Care					
County's Current Performance: During the reporting period of 1/1/03 to 12/31/03 San Luis Obispo County's rate of abuse and neglect in Foster Care appeared at 1.1%, exceeding the state standard of 0.9% and exceeds the federal standard of .57% during this reporting period. However, as the numbers of children in placement are very low, one case can constitute an anomaly, which can skew statistics regarding actual rates of abuse and neglect. This is the only quarter since this data has been collected that San Luis Obispo County has been below the Federal Standard. There have been a total of 4 reported cases of abuse in Foster care over the last 18 months. This will be at .57% or below by June 2005.					
Improvement Goal 1.0 Respond immediately to all allegations of abuse in foster care.					
Strategy 1. 1 Standardize the agency process for reporting incidents of alleged abuse or neglect in out-of-home care.				Strategy Rationale: Establish clarity regarding the difference between licensing concerns and child abuse/neglect referrals.	
Milestone	1.1.1 Develop a Foster Care Abuse Desk Guide	Timeframe	Done	Assigned to	Staff Development
	1.1.2 Conduct training for licensing, abuse responders, and foster parents to improve ability to recognize abuse and neglect.		Done		Staff Development
	1.1.3 Develop a standardized procedure for coordinating assessment/investigation of alleged abuse/neglect in foster/relative care by Licensing and CWS staff		Done		Staff Development
Strategy 1. 2 Provide appropriate support to foster children and foster parents during abuse/neglect investigations.			Strategy Rationale: Youth and caregivers are likely to react with intense emotional responses to allegations of abuse and neglect. Providing assistance in how to deal with the stress of the event and guidance to help all participating to avoid "blaming and name calling" can ensure that, in cases where allegations are deemed unfounded, the investigation does not result in disruption of the placement.		

Milestone	1.2.1 Collect information from foster parents and foster youth regarding needs through survey focus groups or exit interviews.	Timeframe	December 2006	Assigned to	Foster Parent Association Recruitment and Retention Committee
Improvement Goal 2.0 Improve quality of care in out-of-home placement by ensuring that all potential foster parents receive appropriate training prior to licensing, and have available ongoing mentoring and support resources throughout the life of their involvement as placement resources.					
Strategy 2.1 All potential foster parents will participate and complete the PRIDE training prior to licensing.			Strategy Rationale: PRIDE training incorporates Family-to-Family philosophy and integrates the licensing and adoptive components in one process making it more efficient for families.		
Milestone	2.1.1 Work with Cuesta College to train facilitators.	Timeframe	Done	Assigned to	Licensing Supervisors Cuesta College trainers
	2.1.2 Complete First PRIDE class		Done		Licensing Staff Cuesta College trainers
	2.1.3 Evaluate effectiveness and efficiency of PRIDE process.		Done		Licensing Staff Cuesta College trainers
Strategy 2. 2 Foster parents will receive ongoing mentoring and support throughout their involvement as placement resources.			Strategy Rationale: By providing mentoring and support we can maintain experienced foster parents for a longer period of time.		
Milestone	2.2.1. Foster Parent Association established and meeting monthly; participating in the redesign effort.	Timeframe	Done	Assigned to	Licensing Unit
	2.2.2 A representative of the Foster Parent Association is co-located with CWS staff.		Done		Foster Parent Association
	2.2.3 STAP (Specialized Therapeutic Adoption Program) provides training for mentoring foster parents.		Ongoing		Social Worker IV

Strategy 2.3 Probation out-of-home placements monitored regularly by designated Probation staff.			Strategy Rationale: With consistent monitoring by staff, children and foster parents are clear about the Department's concern for the child's safety.		
Milestone	2.3.1 Probation officers monitor youth in placement monthly.	Timeframe	Done	Assigned to	Placement Unit
	2.3.2 Utilize standardized safety checklist during visit.		Done		Placement Unit
	2.3.3 Develop MOUs with placement agencies to ensure that the Foster Care Bill of Rights is enforced for each youth.		In progress		Probation Management
Improvement Goal 3.0 Improve methods of identifying conditions or problems that may or may not lead to disclosure of abuse or neglect in out-of-home care.					
Strategy 3.1 Conduct interviews of all children and foster parents at time of exit/change of placement.			Strategy Rationale: Information about the quality of care a child received and required while in placement can often best be obtained when the child is no longer in the home. This information can alert the agency to actual or potential problems for the future and can help refine strategies used during placement to assist with stability in the home.		
Milestone	3.1.1 Convene focus groups to develop structured interview process of foster youth.	Timeframe	March 2005	Assigned to	Recruitment Retention Committee Licensing staff' Probation
	3.1.2 Develop structured exit interview form and process for reviewing and acting upon information collected.		September 2005		Recruitment Retention Committee Licensing staff' Probation
	3.1.3 Train staff in use of exit interview process.		February 2006		Recruitment Retention Committee Licensing staff' Probation

	3.1.4 Monitor and track findings of exit exams.		December 2006		Recruitment Retention Committee Licensing staff' Probation
	3.1.5 Disseminate information as appropriate to improve quality of care in foster homes.		January 2007		Recruitment Retention Committee Licensing staff' Probation
Describe systemic changes needed to further support the improvement goal. <ul style="list-style-type: none">• Work with Cuesta College to assure quality PRIDE training.• Work with California Youth Connection regarding making kids feel safe to disclose.• Work with Foster Parent Association to get foster parents needs met; such as respite care, increase available pools.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. <ul style="list-style-type: none">• PRIDE training• Training for staff on how to interview and listen to youth.					
Identify roles of the other partners in achieving the improvement goals. <ul style="list-style-type: none">• Cuesta College, California Youth Connection and Foster Parent Association are very important in meeting these goals.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. <ul style="list-style-type: none">• Rate structure for foster parents needs to change.• Rate for kin and non-relatives extended family members should be same as foster parents.• Title IV-E funds should be flexible for use in both in-home and out-of-home care.					

Outcome:**Safety Outcome 2A *Recurrence of Maltreatment where children were not removed.*****County's Current Performance:**

- The rate of recurrence of abuse/neglect within 12 months in homes where children were not removed during the 10/03 – 12/03 reporting period was 21.2%. The State average is 9.5%. This will decrease by 8% by June 2005.

Previous CWS practice focused on investigating abuse allegations and evaluating immediate safety factors. Assessment of overall family functioning and long-term risk were not a part of Emergency Response practice. Although many families received assessment and intervention through referrals to Family Maintenance programs, such help has not always been readily available. Such help was available only if the family agreed to services or the allegations were serious enough to warrant court involvement.

Improvement Goal 1.0

All staff will engage the family in conducting strength-based assessments, while maintaining priority of evaluating safety of children.

Strategy 1.1 Structured Decision Making (SDM) is used to ensure a standardized assessment for safety and risk. SDM is used throughout the life of the case to ensure a standardized assessment for safety and risk.

Strategy Rational: SDM is a scientifically reliable and valid tool for measuring risk and safety in CWS. This creates consistency in the way Social workers make decisions about families.

Milestone	1.1.1 All staff will receive expanded training in child and family interviewing and assessment techniques, including application of the SDM.	Timeframe	Ongoing	Assigned to	Staff Development and Academy
	1.1.1 Children's Research Center reports utilize to assess effective application of SDM to continuing caseloads.		Ongoing		Automation
	1.1.2 Written survey provided to staff regarding obstacles they face in utilizing SDM effectively.		December 2006		CRC CWS Supervisors

Strategy 1. 2 Measure how well staff are utilizing the Domestic Violence protocol and procedure updates instituted in February 2004.			Strategy Rationale: Many families involved with Child Welfare Services require assistance with issues of domestic violence.		
Milestone	1.2.1. Provide training for all staff in use of domestic violence protocol. Establish use of Interagency Referral Form 815 to allow cross-communication on families receiving multiple services.	Timeframe	Done	Assigned to	Staff Development Community Partners
	1.2.2 Utilize availability of Domestic Violence Providers to participate in case consultation and family and child assessment.		Ongoing		Domestic Violence Staff Development DSS Staff
	1.2.3. Social Workers will work with Probation Department Family Violence Unit on cases in common.		Ongoing		Probation and DSS staff
	1.2.4 Utilize DV providers for counseling services for children experiencing abuse related to family violence.		Ongoing		Domestic Violence Staff Development DSS Staff
Strategy 1. 3 Review the voluntary service plan protocol for newborn infants.			Strategy Rationale: By ensuring the community support systems for mothers with newborns including Drug and Alcohol and Public Health nurses, recurrence of maltreatment for those babies decreases.		
Milestone	1.3.1 Provide training for all intake and continuing staff in the screening model. Ensure Dr. Chasnoff’s screening models and the VSP protocols are integrated as possible.	Timeframe	March 2005	Assigned to	Intake Staff VSP Committee Regional Managers
	1.3.2 Incorporate public health nurses in the RED Team and first response for 0-3 where substance abuse is involved.		January 2005		Intake RED Team DR Committee
	1.3.3 Integrate vulnerable families committee into DR and VSP process.		June 2005		Vulnerable Family Committee Redesign Committee DR Committee VSP Committee

Improvement Goal 2.0 Improve availability of service array for families to prevent the need to enter the CWS system.					
Strategy 2.1 Involve community partners in referrals through participation in the Review Evaluate Determine (RED) Team and the Differential Response process.			Strategy Rationale. Research shows families do better when they are connected to communities than when they are involved too early in government services.		
Milestone	2.1.1. Develop protocol for performing team assessments and communicating with mandated reporters.	Timeframe	March 2005	Assigned to	Intake Supervisor DR Committee
	2.1.2 Recruit community participation for the DR Committee.		January 2005		DR Committee Redesign Committee EOC Community Development Staff
Strategy 2. 2 Recruit more community partners as family referral resources.			Strategy Rationale: Connecting families to resources in their community reduces maltreatment.		
Milestone	2.2.1 Work with SAFE team to renew current community resources and identify gaps.	Timeframe	February 2005	Assigned to	EOC Community Resources Staff SAFE
	2.2.2 Develop community resources to fill gaps.		September 2005		EOC Community Resources Staff SAFE
	2.2.3 Do ongoing assessments of community needs for early identification of gaps.		January 2006		EOC Community Resources Staff SAFE
Describe systemic changes needed to further support the improvement goal. <ul style="list-style-type: none">• Work with Children’s Services Network with their Strategic plan to ensure it is aligned with identifying service array needs.• Work with SAFE teams to begin to create community-based resources in each area of the county.• Identify community leaders in each area of the county and work with them to develop new community resources.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. <ul style="list-style-type: none">• Train SAFE teams and others in the community on the AB636 process, DR response and RED Team.					
Identify roles of the other partners in achieving the improvement goals. <ul style="list-style-type: none">• EOC provides resources to community connections for families.• CSN/Integrated Services coordinates the discussions for the accomplishment of these goals.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. <ul style="list-style-type: none">• More flexibility in funding between agencies.					

Outcome:**Safety Outcome 2B Timely Response, 10-day responses.**

County's Current Performance: San Luis Obispo County 10-day response rate was at 75.1%, while the state average was 88%. For the 10/03 to 12/03 reporting period improvement was needed in the 10-day response to referrals. Current data shows San Luis Obispo County social workers are responding timely to 89.7% of 10-day responses. This will increase to 90% by June 2005.

Improvement Goal 1.0 Increase timeliness of 10-day response without compromising safety in immediate referrals.

Strategy 1. 1 Utilize monitoring methods that tell social workers when their 10 day responses are due.

Strategy Rationale: By telling social workers ahead of time, it assists them in improving time management.

Milestone	1.1.1 Supervisors monitor timeliness of responses through SafeMeasures reports.	Timeframe	Ongoing	Assigned to	All supervisors
	1.1.2 Conduct case staffings, Management Triage, and TDM's to ensure timely visits and to track and document exceptions.		Ongoing		All supervisors
	1.1.3 Weekly report notifying social workers of timelines of all reports for their caseloads will be developed.		January 2005		Automation

Describe systemic changes needed to further support the improvement goal.

The involvement of community partners and mandated reporters in the work of CWS workers is a big change for them.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

Community partners and mandated reporters need to be trained in DR, SDM, TDM and CWS processes in general.

Identify roles of the other partners in achieving the improvement goals.

EOC has a contract with Department of Social Services to respond to low risk referrals.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

Intake workers need a longer period of time to develop case plans for families than 30 days.

Outcome: Permanency Outcome: 3F Percentage of Admissions who are re-entries (Federal) 3G Percentage who re-entered within 12 months of reunification (entry cohort reunified within 12 months)					
County's Current Performance: Percentage of admissions who were re-entries in the period of 1/1/03 - 12/31/03: We will decrease this by 5% by June 2005. SLO 19.1% State 10.7% Federal Standard 8.6% The percentage who re-entered within 12 months of reunification during the reporting period was: SLO 9.3% State 13.3%					
Improvement Goal 1.0 Significant reduction in re-entry rates resulting from improved pre-reunification efforts including development of effective after care programs.					
Strategy 1. 1 Improve preparation prior to reunification.				Strategy Rationale: Our experience validates that successful reunification is dependent upon ensuring both family and child are ready for this transition. TDM ensures participation of family and family support system.	
Milestone	1.1.1 Utilize SDM Family Reunification tool with family and support group to determine readiness for reunification.	Timeframe	June 2005	Assigned to	CWS Supervisors and line staff
	1.1.2 Increase use of Family Team meetings throughout Family Reunification process.		Ongoing		Creative Mediation Group; CWS Supervisors, line staff
	1.1.3 Utilize TDM at time of reunification to establish detailed aftercare plans for every child returning home.		January 2005		TDM Facilitator, CWS Supervisors, line Staff
Strategy 1.2 Develop family/parent mentor program.				Strategy Rationale: Research shows that having a support system in the community with families who have been successful in keeping their children safe can motivate and encourage newly reunited families to continue to use new skills.	
Milestone	1.2.1. Develop strategy for identifying successful families no longer in our system.	Timefram	December 2005	Assigned to	Building Community Partners Committee
	1.2.2 Develop Training Curriculum for parent partners.		June 2006		Family-to-Family Building Community Partners Committee

	1.2.3 Develop strategies for stipends for parent partners and begin training parent partners.		December 2006		Building Community Partners Committee
Improvement Goal 2.0 Expand the number of foster homes in each region that work with families in mentoring for reunification.					
Strategy 2.1 Educate each region and community on Family-to-Family principles and the necessity of keeping children in their own schools and the benefits of working with birth families toward reunification.			Strategy Rationale: If children need to be removed from their homes they do better if they can remain in their own community and in their own schools. Children do better in foster care when their birth families have a good relationship with their foster families.		
Milestone	2.1.1 Develop curriculum for community education.	Timeframe	January 2005	Assigned to	Recruitment and Retention Committee
	2.1.2 Develop training schedule for schools, churches.		February 2005		Recruitment and Retention Committee
	2.1.3 Develop targeted recruitment strategies for specific children in need of homes in San Luis Obispo.		March 2005		Recruitment and Retention Committee
Strategy 2. 2 Introduce foster parents to birth parents immediately after placing child in home.			Strategy Rationale: When there is a personal introduction, fears about each other are reduced and there is an ability to understand that each family has the best interest of the child in mind.		
Milestone	2.2.1 Create Desk Guide with input from TDM, placement, Foster Parents Association and licensing staff.	Timeframe	March 2005	Assigned to	Recruitment and Retention Committee
	2.2.2 Train all staff on process.		May 2005		Recruitment and Retention Committee and Staff Development
	2.2.3 Train Foster Parents.		May 2005		Recruitment and Retention Committee and Staff Development
Strategy 2.3 Expand and enhance recruitment and retention of qualified foster parents.			Strategy Rationale: Children do best when raised in strong families supported by a strong community.		

Milestone	2.3.1 Spanish recruitment materials will be developed that will reach at least 3 new groups in the Spanish speaking community.	Timeframe	Done	Assigned to	Recruitment Committee
	2.3.2 Analysis of all current children in Long Term Foster care in need of home to develop targeted recruitment strategy.		January 2005		Recruitment Committee
	2.3.3 Develop respite care program		Done		Recruitment Committee
Strategy 2.4 Expand after-care services for minors on probation returning home from high-level placements.			Strategy Rationale: Immediately following reunification minors are most at risk to re-enter placement.		
Milestone	2.4.1 Develop after-care case management criteria.	Timeframe	June 2005	Assigned to	Probation Placement Unit
Describe systemic changes needed to further support the improvement goal. Once we increase our available resources of community foster homes it will be possible to place individual children with foster parents who are best trained and prepared to meet their needs. This will allow for better reunification plans for those children who can be reunified, reducing the re-entries into care after reunification. It will also mean that these children will stay with these parents if they cannot be reunified with their birth parents, thus reducing the trauma of foster placement by allowing children to remain in a stable home through out their time in care. This is an area that encourages communities to get involved and take responsibility for the children in their communities.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Communities need training on what foster care means and who the birth families of these children really are and why these children are in care. Communities need to understand the tremendous connection these children have to their families even when they may not be able to stay with their families. Professionals need to be trained to work with CWS on providing support to families to stay together in ways that keeps children safe. CWS staff needs training on collaboration and working with community and families in supportive ways.					
Identify roles of the other partners in achieving the improvement goals. Community partners have a very important role in this goal of keeping children in their own families whenever possible and in their own communities and in providing support to families once children are reunified.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Currently we can only provide Family Maintenance services to families for 12 months. We believe this needs to be changed so families can be supported for as long as needed to keep children safe within the family system.					

Outcome: 8A-1 Children Transition To Self Sufficiency					
County’s Current Performance: 12% of Children Involved in ILP in San Luis Obispo transition to self-sufficiency with a high school diploma or GED 25% in California. This will increase to 18% by June 2006.					
Improvement Goal 1.0 Increase the rate of ILP children transitioning to self-sufficient adulthood with a high school diploma or GED to exceed the state standard.					
Strategy 1. 1 Establish an expectation that all youth in the foster care system will take the GED by 17 years, 10 months.				Strategy Rationale: Youth in the system may not be accustomed to setting standards for success for themselves. They will benefit from the constructive pressure experienced when the expectations of achievable performance are set for them.	
Milestone	1.1.1 Develop committee to respond to this issue.	Timeframe	January 2005	Assigned to	Probation Department, ILP Program, Permanency Committee, DSS, Educational Representatives, Cal Poly, ILP Youth, CASA
	1.1.2 Recruit, coordinate and schedule tutoring resources.		June 2005		Probation Department, ILP Program, Permanency Committee, DSS, Educational Representatives, Cal Poly, ILP Youth, CASA
	1.1.3 Develop and maintain promotional effort to ensure foster youth, caregivers, legal community and educational community are aware of the expectation of completion of diploma or GED.		Ongoing		Probation Department, ILP Program, Permanency Committee, DSS, Educational Representatives, Cal Poly, ILP Youth, CASA
Strategy 1. 2 Conduct educational assessment, develop and maintain educational progress plan for each youth beginning at entrance to middle school.				Strategy Rationale: By the time youth reach high school age they may be so far out of step educationally they may be unable to meet expectations for graduation even with support.	

Milestone	1.2.1. Identify individuals who will participate in creating format for educational assessment and progress plans.	Timeframe	September 2005	Assigned to	Probation Department, ILP Program, Permanency Committee, DSS, Educational Representatives, Cal Poly, ILP Youth, CASA
	1.2.2 Develop template for educational assessment and progress plans.		December 2005		Probation Department, ILP Program, Permanency Committee, DSS, Educational Representatives, Cal Poly, ILP Youth, CASA
	1.2.3 Institute educational progress program for each child at beginning of middle school year.		September 2006		Probation Department, ILP Program, Permanency Committee, DSS, Educational Representatives, Cal Poly, ILP Youth, CASA
Strategy 1. 3 Develop one-on-one mentoring and tutoring resources for foster youth.			Strategy Rationale: Due to a variety of factors including potential lack of stability of placement, it is unwise to assign primary responsibility for educational success to foster parents. School systems may be limited in offering the type of individual support needed for foster youth to succeed at this goal.		
Milestone	1.3.1 Meet with local groups associated with mentoring, tutoring activities to involve them in brainstorming solutions for this issue.	Timeframe	June 2005	Assigned to	Permanency Committee, Local School Districts
	1.3.2 Formalize recruitment and retention of mentors and tutors.		September 2006		Probation Department, ILP Program, Permanency Committee, DSS, Educational Representatives, Cal Poly, ILP Youth, CASA
Improvement Goal 2.0 Develop diversity of paths to success for foster youth.					
Strategy 2.1 Encourage offering of high school proficiency exam for those unable or unwilling to pursue more formal educational channels.			Strategy Rationale: Proficiency exam is easily accessible although only good in California. Passing this milestone might increase the number of youth willing to move forward through the community college path.		

Milestone	2.1.1 Identify available study guides and other tutoring opportunities available for exam.	Timeframe	January 2005	Assigned to	ILP Staff, Local School Districts
	2.1.2 Educate ILP youth about proficiency exam.		February 2005		ILP Staff, Local School Districts
Strategy 2. 2 Develop other support systems for foster youth to help reduce mental and emotional stress that interferes with academic performance.			Strategy Rationale: Research indicates that reduction of emotional stress is a critical condition for educational achievement.		
Milestone	2.2.1 Broaden peer counseling programs.	Timeframe	June 2005	Assigned to	DSS, Probation and Mental Health, Permanency Committee and Local School Districts
	2.2.2 Recruit private practice counselors and therapists to perform limited pro bono services or to participate in County Mental Health Managed Care program.		September 2005		DSS, Probation, Mental Health, CYC, Permanency Committee and Local School Districts
Describe systemic changes needed to further support the improvement goal. Education, Mental Health, Department of Social Services, CASA and Probation will all need to work with the Youth in Foster care getting ready to transition to adulthood to ensure that adequate preparation has been made to provide them with all the necessary skills and supports necessary to move into adulthood. We all must focus on this issue over the next year to ensure that children leaving our care are prepared for adulthood.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. We can start by educating our partners about the data that shows how few of our youth are leaving foster care with a high school degree. Then we can begin to work together on developing solutions to resolve this situation.					
Identify roles of the other partners in achieving the improvement goals. All the partners have an important role in the solution to this issue. Most importantly is the involvement of the youth themselves so we can discover what they believe keeps them from completing their high school education and than we can begin removing those barriers for them.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. As we begin to exam this issue there may be regulatory or statutory changes discovered.					

Systemic Factor: Court Structure Relationship					
County’s Current Performance: CWS is involved in a court improvement project that includes all parties involved in the court process. The group includes attorneys, Juvenile Court Judge, CWS staff, Court Appointed Special Advocates (CASA), Court Administration, and County Counsel.					
Improvement Goal 1.0 Establish and place into practice agreed-upon procedures that will decrease court filings and contested hearings and increase the timeliness of court reports and required hearings.					
Strategy 1. 1. Develop Court Improvement Project procedures and practices.			Strategy Rationale: Children often have dependency and probation issues that require involvement of all parties in the court process.		
Milestone	1.1.1 Review all current court practices and determine needed changes in practice, policies and procedures.	Timeframe	In progress	Assigned to	CWS Supervisor, Division Manager
	1.1.2 Create appropriate “Desk Guides” for internal Department of Social Services procedures.		June 2005		CWS Supervisor, Division Manager
	1.1.3 Train Social Worker staff on new procedures.		December 2005		CWS Supervisor, Division Manager Staff Development
Strategy 1. 2 Establish Court Mediation process.			Strategy Rationale: To decrease contested hearings.		
Milestone	1.2.1. Meet with Family Court Mediators to model their program.	Timeframe	January 2005	Assigned to	CWS Supervisors Regional Managers Program Coordinator
	1.2.2 Create committee to start process of implementation of Dependency mediation.		February 2005		CWS Supervisors Regional Managers Program Coordinator
	1.2.3 Start Dependency mediation.		June 2005		CWS Supervisors Regional Managers Program Coordinator

Strategy 1. 3 Training and ongoing consultation provided for social workers and supervisors on court-related issues.			Strategy Rationale: Consistency and continuity between units of court-related work is dependent upon shared language, goals, and methods of proceeding through the process.		
Milestone	1.3.1 Conduct ongoing discussions between intake social workers, supervisors, and the court staff to increase voluntary cases.	Timeframe	Ongoing	Assigned to	CWS Supervisors
	1.3.2 Judges and attorneys receive ongoing education and training materials regarding progress of the redesign and AB636 goals and objectives.		June 2005		Staff Development Judicial Council Placement Committee
Improvement Goal 2.0 Establish changes in Department of Social Services policy to require a .26 hearing within the regular Adoption & Safe Family 12-18 month time frame.					
Strategy 2. 1 DSS and the court will focus on timely WIC 366.26 hearings (Termination of Parental Rights Hearing).			Strategy Rationale: Timely permanency hearings are very important because children should not stay in temporary foster care any longer than necessary.		
Milestone	2.1.1 A three-month review hearing between the Post Permanency Hearing Review will be held specifically for the court to assess the progress of the permanent plan.	Timeframe	Done	Assigned to	Court Improvement Facilitator
	2.1.2 Work with court and minor's attorneys on importance of permanency for youth to minimize contested hearings.		Ongoing		Court Improvement Project
	2.1.3 Interview youth to identify connections to enhance possibility of identifying adoptive homes.		Ongoing		Social Workers Transition Staff

Strategy 2.2 Establish Emancipation Conference for all youth in Planned Permanent Living Arrangement.			Strategy Rationale: The purpose of the emancipation conference is to identify an adult who will make the commitment to become the guardian or adopter of the youth; in cases where no adult is committed, a community safety net will be developed to provide support for every youth beyond his/her 18th birthday.		
Milestone	2.2.1. Emancipation Conferences held six weeks prior to each Administrative Review for each youth.	Timeframe	Ongoing	Assigned to	Permanency Committee
Strategy 2. 3 Establish administrative review procedures for every teenager in Permanent Planned Living Arrangement.			Strategy Rationale: An administrative review is a community panel that the case reviews of children in need of permanent homes.		
Milestone	2.3.1 Solicit community members for service on administrative review panels.	Timeframe	June 2005	Assigned to	Permanency Committee Court Improvement
	2.3.2 Train Community Panel.		September 2005		Court Improvement
	2.3.3 Hold Administrative review panel.		January 2006		Court Improvement

VII. Appendix

Self-Assessment Plan Invitees

Focus Group Meetings:

Absey, Cindy Marie – Public Policy Committee Co-Chair – San Luis Obispo County*
Achadjian, Honorable Katcho – San Luis Obispo County BOS
Adams, Dr. Jay – BOS At Large Representative*
Aeilts, Tony – Chief of Police - University Police Department
Agalos, Sandra – District Director – Office of Honorable Abel Maldonado
Alberto, Father – Old Mission San Luis Obispo
Allen, Carol – Commissioner*
Allen, John – Arroyo Grande Police Department
Allyn, S. – Grand Jury Member – Grand Jury
Amanzio, Janet – Chair – Economic Self-Sufficiency Partnership Mental Health
Aragon, Katherine – CYFS Promotores Program Coordinator – EOC*
Arrona, Santos – Juvenile Justice Commission
Avery-Caldwell, Trish – Juvenile Justice Commission
Baeyen, Dennis – Guardians
Baird, Andrew – District Attorney – San Luis Obispo County*
Baldwin, Mary Lud – Foster Parent*
Barret, John – El Paso de Robles School (CYA)
Barrett, Kim – Chief Probation Officer – San Luis Obispo County Probation*
Beck, Judy – Principal – Early Childhood Development Program
Benitez, Richard – Latino Outreach Council
Berman, Gene – Housing Authority
Bernardi, Bernadette – Literacy Council
Bianchi, Honorable Shirley – San Luis Obispo County BOS*
Blank, Mike – CA Rural Legal Assistance
Bolster-White, Jill – Executive Director – Transitions*
Bolts, Steve – Sheriff's Admin Services - San Luis Obispo County Sheriff's Department
Bourbon, Sandra – Housing Authority
Brabeck, Jim – President & C.E.O. – Farm Supply*
Bradbury, John – Chief of Police – Grover Beach Police Department
Braiotta, Phyllis – Parent Education Manager - EOC
Bramsen, Tricia – Cuesta College

Bray, Diana – School Counselor – Santa Rosa Elementary Atascadero*
 Brison, John – Grand Jury Member – Grand Jury
 Bush, Frank – Tri-Counties Regional Center
 Capito, Carol – Child Care Planning Council
 Carp, Melanie – Principal – Santa Margarita School*
 Carsel, John – Attorney - A Professional Law Corporation*
 Carson, Jim – Grand Jury Member – Grand Jury
 Cassidy, Dennis – Chief of Police – Paso Robles Police Department
 Clark, Michael – Juvenile Justice Commission*
 Clayton, Barbara – Foster Parent
 Colclough, Carol – Grand Jury Member – Grand Jury
 Cole, David – Grand Jury Member – Grand Jury
 Considine, Patrick – CWS Supervisor – San Luis Obispo Co. Dept. of Social Services*
 Cortez, Joe – Chief of Police – Pismo Beach Police Department
 Crocker, Julian – County Superintendent of Schools – COE
 Dauterman, Phil – Branch Manager – Tri-County Regional Center
 Davies, Ann – SELPA Program Specialist – San Luis Obispo County office of Education*
 Davis, Jim – God's Haven for Children
 Decater, Janet – Residential Youth Counselor – YTP Group Home
 del Torre, Noela – Mediator/Evaluator – Family Court Services
 Dennison, Don – Director of Pupil Personnel Services - Lucia Mar School District
 DeSio, Mary Jo – Assistant Superintendent – County Office of Education*
 Dodge, George – Atascadero Community Link*
 Dudley, Pam – PH Visiting Nurse – San Luis Obispo County Drug & Alcohol*
 Duenez-Dalton, Lorraine – Executive Director – Club of South SLO County
 Enfield, Richard – UC Extension*
 Espina, Terry – SYIR Child Advocate – Hope Families*
 Estrada Mullaney, Judge Teresa – San Luis Obispo Court – JSC*
 Ferrero, Lee – Private Industry Council*
 Filippini, Herb – Juvenile Justice Commission*
 Ford, Patti – Mental Health Therapist – Youth Services*
 Foster, David – Central California Training Academy – CSU Fresno*
 Fowler, Ken – Grand Jury Member – Grand Jury
 Fraser, Lisa – Executive Director – Child Abuse Prevention Council*
 Freeman, Jennifer – Tribal Member*
 Fuller, Susan, Prin. Division Manager – San Luis Obispo County Dept of Social Services
 Gastineah, Leo, Youth CYC
 Gilbert, Myron – Grand Jury Member – Grand Jury*
 Goggan, Dwight – Assistant Chief – California Highway Patrol*

Gold, Jane – MFCC – Health Commission*
Graber, Star – San Luis Obispo County Drug & Alcohol
Granados, Christine – Coordinator of At Risk Services – Lucia Mar School District*
Gray, Karen – District Attorney – District Attorney's Office
Greenlee, Ron – Grand Jury Member – Grand Jury
Guerra, Rito – District Representative – Office of Honorable Bruce McPherson
Gulliver, Lee – ASO III – Department of Social Services
Gurrola, Robert – San Luis Obispo County Drug & Alcohol
Haile, Allen – Cal Poly State University
Hannemann, Kathy – Assistant Superintendent – Atascadero*
Hatch, Christina – Paso Robles Police Department*
Healey, Megan – School Counselor – Hawthorne School*
Health, Phyllis – BOS Appointee District 1
Hedges, Patrick – Sheriff – San Luis Obispo County Sheriff's Department
Hegwood, Dennis – Chief of Police – Atascadero Police Department
Hindman, Dominique – Youth CYC*
Hoag, Anita – Headstart Manager – EOC*
Hogoboom, Linda – District Nurse – Lucia Mar School District*
Hollander, Angela – Project Coordinator – San Luis Obispo County Office of Education*
Holt, Larry – Chief – Atascadero State Hospital Police*
Honneus, Anne – Social Worker*
Hughes, Susan – Executive Director – First Five Children & Families
Hyman, Paul – Director – San Luis Obispo County Drug & Alcohol Services
Ianneo, Pamela – Juvenile Justice Commission
Insalaco, Cos – Grand Jury Member – Grand Jury
Judd, Lillian – Planning Director for EOC*
Karle, Kathleen – Director of Health – Community Services – People's Self-Help Housing
Keane, Cari – Grand Jury Member – Grand Jury
Kendel, Marie – Foster Youth Services
Kennedy, Marianne – Executive Director – Women's Shelter Program of SLO*
Kenyon, Nita – Division Manager – Department of Social Services*
Kincaid, Kathy – Mental Health Therapist – Youth Services
Knecht, Paul A. – Grand Jury Member – Grand Jury
Kulp, Bette – Grand Jury Member – Grand Jury
Lang, Tracy – ILP Manager – Department of Social Services
Lanini, Kelly – President – Foster Parent Association*
Lassen, Abby – BOS At Large Representative
Latta, Susan – Cultural Council Lead – Salinan Tribal Council
Lawson, Buff – Grand Jury Member – Grand Jury

Liimaa, Rhea – R.N. MFTI S.A.F.E. System Coordinator – North County S.A.F.E. *
 Linden, Deborah – Chief of Police – San Luis Obispo Police Department
 Lopez, Margie – ICWA Director – Chumash Council Armenta
 Loven, Joe – Chief of Police – Morro Bay Police Department
 Magee, Dale – Project Facilitator – Atascadero Community Link*
 Magoffin, Ronald – Grand Jury Member – Grand Jury
 Maldonado, Maryellen – Labor Rel. Rep – California School Employees Assoc.
 Mannard, Dr. Enn – Psychiatrist – Youth Services
 Manning, Catherine – Homeless Services Director – EOC*
 Manzella, Leonard – Mental Health
 Martinez, Teresa – Field Rep – Senator Bruce McPherson Office
 Masicampo, Rachel – Juvenile Justice Commission
 Mayfield, Dave – Mental Health Therapist – Youth Services*
 Mc Means, Sue – Women's Community Center – Real F.A.C.T.S. *
 Mickel, Fred – San Luis Obispo Police Department
 Miller, Julia – ASO II - Children Services Network*
 Morgan, Laurie – S.A.F.E. System Coordinator – South County S.A.F.E. *
 Morin, Pam – Parent
 Most, Wendy – Executive Director – C.A.S.A. Voices for Children*
 Moylon, George – Housing Authority*
 Nalepa, Myron – Deputy Chief Probation Officer – San Luis Obispo County Probation
 Nichols, Janna – Executive Director – Women's Shelter Program of SLO*
 Ovitt, Honorable Harry – San Luis Obispo County BOS
 Peet, Shannon – United Way President
 Phelan, Donna – SDPO – San Luis Obispo County Probation
 Picquet, Judge Roger – San Luis Obispo County Superior Court
 Pierce-Radke, Beverly – Council Member – Salinan Tribal Council
 Pinard, Honorable Peg – San Luis Obispo County BOS
 Polinsky, Earle – Grand Jury Member – Grand Jury
 Polinsky, Earle – Grand Jury Member – Grand Jury
 Powell, Mike – Superior Court – San Luis Obispo County
 Rankin, Curt – District Attorney – San Luis Obispo County*
 Raphael, Reverend Stephanie – Unitarian Universalist Fellowship
 Reynolds, Deborah - C.A.S.A. Voices for Children
 Rhymes, Jennifer – CEO – YMCA*
 Richen, Kathleen – Executive Director – Friend Outside*
 Roberts, Jim – CEO Executive Director – Family Care Network*
 Robinson, Barbara –
 Rollins, Dean – General Manager – SLOCEA*

Rubin, Gary – Juvenile Justice Commission
 Ryan, Honorable Mike – San Luis Obispo County BOS
 Schamber, Michelle – Atascadero Police Department*
 Schlegel, Ann – Foreperson – Grand Jury
 Schreiber, Carol – BOS Appointee District 2
 Selby, Judy – Mediator/Evaluator – Family Court Services*
 Shafer, Rosie – Elder – Salinan Tribal Council*
 Shea, Gerald – District Attorney – San Luis Obispo County
 Shore, Rae Jean – Family Law Attorney*
 Short, Joyce – Grand Jury Member – Grand Jury
 Smith, Cyndy – North County Women's Shelter*
 Smith, Jody – EOC
 Smith, Kathy – Executive Director – Big Brothers/Big Sisters*
 Sokolski, Melinda – State Program Director – EOC*
 Sostrin, Jesse – Juvenile Justice – Creative Mediation Services*
 Spencer, Bill – Paso Robles Police Department
 Squellati, Mary – BOS Appointee District 4*
 Steinberg, Elizabeth – CEO – EOC*
 Stepner, Mr. & Mrs. Donald - Guardians
 Stevens, Pat – County Counsel – San Luis Obispo County*
 Sunseri, Brad – Director MH Youth Services – San Luis Obispo County Mental Health*
 Swenson, Andrew – Juvenile Justice Commission
 Sysak, Peter – Chief of Police – Cuesta College Police Dept.
 TerBroch, Rick – Chief of Police – Arroyo Grande Police Department
 Thomas, Dr. Greg – Director – San Luis Obispo County Public Health Department*
 Thomas-Hicks, Lori – Principal – Santa Rosa Elementary Atascadero*
 Toomey, Terese – Admin Analyst – San Luis Obispo County*
 Vickers, Don – Grand Jury Member – Grand Jury
 Villanueva Quesenberry, Linda – Council Chair – Latino Outreach*
 Volk, Holley – TAP – EOC*
 Warren, Sue – Director – North County Connections*
 Watt, Bill – Catholic Charities
 West, Bruce – DP02 – San Luis Obispo County Probation*
 Wittstrom, Cindy – Juvenile Justice Commission
 Wolff, Dr. Dale – Director – San Luis Obispo County Behavioral Health
 Wright, Tom – Pastor – Mountain Brooke Community Church
 Yamada, Alice – League of Women Voters
 Zislas, Bonita – LMFT Director of Clinical Services – Women's Shelter Program*

*** Attended a Focus Group Meeting**

System Improvement Plan Invitees

Alloway, Betsy – Division Manager – Dept. of Social Services*
Atwell, Clarence – Tribal Chairman – Tachi Yokut Tribe
Avina, Ester – Benefit Manager – Tachi Yokut Tribe
Baldwin, MaryLud – Foster Parent*
Barrett, Kim – Chief Probation Officer – San Luis Obispo County Probation
Benitez, Richard – Latino Outreach Council*
Bolster-White, Jill – Executive Director - Transitions
Braiotta, Phyllis – Parent Education Manager – EOC*
Buckingham, Tracy – Division Manager – Dept. of Social Services*
Bush, Frank – Tri-Counties Regional Center*
Collier, Beverly – Social Worker – Dept. Of Social Services*
Considine, Patrick – CWS Supervisor – San Luis Obispo Co. Dept. of Social Services*
Crocker, Julian – County Superintendent of Schools – County of Education
Davis, Jim – God's Haven for Children
Delzeit, Sherrie – Social Worker – Dept. of Social Services
Dennison, Don – Director of Pupil Personnel Services - Lucia Mar School District
Denny, Butch – Tribal Administrator – Tachi Yokut Tribe
DeSio, Mary Jo – Assistant Superintendent – County Office of Education
Dodge, George – Atascadero Community Link
Donahue, Sean – Sargent – San Luis Obispo County Sheriff's Department
Dudley, Pam – PH Visiting Nurse – San Luis Obispo County Heath Dept.
Enfield, Richard – UC Extension
Estrada Mullaney, Teresa – Judge – San Luis Obispo Court - JSC
Foster, David – California Training Academy
Fraser, Lisa – Executive Director – Child Abuse Prevention Council*
Fuller, Susan – Prin. Division Manager – Dept. of Social Services
Gold, Jane – Health Commission
Hannemann, Kathy – Asst. Superintendent – Atascadero School District
Hindman, Dominique – Youth CYC
Hoag, Anita – Headstart Manager - EOC
Hollander, Project Coordinator – San Luis Obispo County of Education
Hughes, Susan – Executive Director – First Five Children & Families*
Hyman, Paul – Director – San Luis Obispo County Drug & Alcohol Services*
Judd, Lillian – Planning Director for EOC*
Kennedy, Marianne – Executive Director – Women's Shelter Program of SLO*
Kenyon, Nita – Division Manager – Department of Social Services*
Latta, Susan – Cultural Council Lead – Salinan Tribal Council
Lanini, Kelly – President – Foster Parent Association

Lehrbaum, Ken – Social Worker Supervisor – Dept. of Social Services
 Liiamaa, Rhea – R.N. MFTI S.A.F.E. System Coordinator – North County S.A.F.E.
 Macagni, Gary – Contemporary Council Lead – Salinan Tribe of Monterey and San Luis Obispo Counties
 Maitzen, Jan – Division Manager – Dept. of Social Services
 Mc Means, Sue – Women's Community Center – Real F.A.C.T.S.*
 Miller, Julia – ASO II - Children Services Network*
 Moylon, George – Housing Authority*
 Padilla, Adelina – Elder Tribal Council Lead – Chumash Reservation
 Platt, David – Social Worker – Dept. of Social Services*
 Rey, Laura – Parent Support Director – Chumash Reservation
 Richen, Kathleen – Juvenile Justice Commission*
 Roberts, Elise – Social Worker Supervisor – Dept. of Social Services*
 Roberts, Jim – CEO Executive Director – Family Care Network*
 Robles, Kara – South County SAFE*
 Rodriguez, Kathleen - Executive Director – Chumash Reservation
 Rollins, Dean – General Manager – SLOCEA*
 Rouch, Lynne – Program Coordinator – Dept. of Social Services*
 Salio, Jim – Probation Division Manager*
 Shakeri, Nancy – Social Worker Supervisor – Dept. of Social Services*
 Sqvellati, Mary – BOS Appointee District 4
 Smith, Kathy – Executive Director – Big Brothers/Big Sisters*
 Stein, Marilyn – Social Worker – Dept. of Social Services
 Steinberg, Elizabeth – CEO – EOC
 Sunseri, Brad – Director MH Youth Services – San Luis Obispo County Mental Health*
 Tardiff, Teresa – Program Director – CASA Voices for Children
 Thomas, Dr. Greg – Director – San Luis Obispo County Public Health Department
 Toomey, Terese – Admin Analyst – San Luis Obispo County
 Warren, Sue – Director – North County Connections*
 Willard, Connie – Social Worker Supervisor – Dept. of Social Services*
 Williams, Dawn – CSW*
 Wolff, Dr. Dale – Director – San Luis Obispo County Behavioral Health
 Zislas, Bonita – LMFT Director of Clinical Services – Women's Shelter Program

*** Attended SIP Meeting**

VIII. Glossary

CalWORKs / CW	California Work Opportunity and Responsibility to Kids
CAPIT	Child Abuse Prevention, Intervention and Treatment (grant funding)
CASA	Court Appointed Special Advocates
CBFRS	Community Based Family Resource Services (grant funding)
CRC	Children's Research Center
CSN	Children's Services Network
CWS	Child Welfare Services (DSS)
CWS/CMS	Child Welfare Services Case Management System
CYC	California Youth Coalition
DR	Differential Response
DSS	Department of Social Services
DV	Domestic Violence
EOC	Economic Opportunity Commission
EPSDT	Early and Periodic Screening, Diagnosis and Treatment (Medi-Cal)
ERS	Employment Resource Specialist (DSS)
First Five Commission	Distributes tobacco tax funds to benefit children ages 0-5
FIS	Father Involvement Study
FPSP	Family Preservation and Support Programs (grant funding) PSSF in CA
GED	General Education Diploma
ILP	Independent Living Program
MDT	Multi-Disciplinary Team
MOU	Memorandum of Understanding
PRIDE	Parent's Resource for Information, Development and Education

RED Team	Review, Evaluate, Determine
SAFE	Services Affirming Family Empowerment
SAFE Oceano	SAFE office located in Oceano
SAFE Nipomo	SAFE office located in Nipomo
SAFE SOC	SAFE System of Care
SDM	Structured Decision Making
SLO-CAP	San Luis Obispo Child Abuse Prevention Council
STAP	Specialized Training for Adoptive Parents
TDM	Team Decision Making
VFC	Vulnerable Families Committee
VSP	Voluntary Service Plan
Wraparound Services	Built upon the principles of "Best Practices" with a partnership between Social Services, Mental Health Services, Probation and the Family Care Network (SB163)
WRAP	Abbreviation for Wraparound Services (see above)